



## Workforce for the 21<sup>st</sup> Century

### Goal Leaders

**Lisa Hershman**, Deputy Chief Management Officer, Department of Defense

**Michael Rigas**, Deputy Director, Office of Personnel Management

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Management, Office of Management and Budget

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## Goal Statement

- Effective and efficient mission achievement and improved service to America through enhanced alignment and strategic management of the Federal workforce.



## Guiding Principles

- Modernizing the Federal workforce and implementing targeted “people” strategies is a critical component to transforming the Government.
- The mission of the Federal government remains a significant strength, and we must enhance alignment of the workforce to mission to maximize this strength.
- Strategic workforce management will drive transformation by addressing certain root cause workforce issues, to include: strengthening leadership of human capital systems; developing better human resources processes and capabilities; and enhancing the workforce culture.

***“So, tonight, I call on Congress to empower every Cabinet Secretary with the authority to reward good workers and to remove Federal employees who undermine the public trust or fail the American people.”***

- President Trump, State of the Union, January 29, 2018



## Challenges

- Parts of today's personnel system are a relic of an earlier era that ill-serves Federal managers and employees.
- The Federal personnel system is unduly complex leading to a focus on compliance and transaction management rather than results and customer service.
- Instead of agencies determining the best way to accomplish the mission, they map jobs in a fixed manner with outdated processes and functions.
- Not aligning the workforce to mission requirements means the workforce is not being leveraged to meet emerging needs.
- HR IT systems are antiquated and not interoperable.

## Opportunity for transformation:

To achieve a state where Federal agencies and managers can hire the best employees, remove low performing employees, and engage employees at all levels of the organization, the Government must put a framework in place that drives and encourages strategic human capital management.



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Office of Management and Budget

### Improve Employee Performance Management & Engagement

#### Subgoal Leader:

**Camille Hoover**, Executive Officer,  
National Institute of Diabetes and  
Digestive and Kidney Diseases,  
National Institutes of Health

**Joseph Sullivan**, Director, Employee &  
Labor Relations Division, Housing and  
Urban Development

### Reskill & Redeploy Human Capital Resources

#### Subgoal Leaders:

**Scott Cameron**, Principal Deputy  
Assistant Secretary for Policy,  
Management and Budget,  
Department of the Interior

**Dorothy Aronson**, Chief  
Information Officer, National  
Science Foundation

### Simple & Strategic Hiring

#### Subgoal Leader:

**Angela Bailey**, Chief Human  
Capital Officer, Department of  
Homeland Security





### The 21st Century Workforce Cross-Agency Priority Goal includes the followingsubgoals:

1. Improving employee performance management and engagement,
2. Reskilling and redeploying human capital resources, and
3. Enabling simple and strategic hiring practices.

In addition to the three primary subgoals, Goal Leaders will promote opportunities for continuous learning. This will allow agencies and the human capital community to integrate innovations, research, and results from pilot projects into practice.

The strategies and milestones outlined in this Goal Structure work within the existing administrative and legal framework, to compliment broader policy changes the Administration may seek through legislative or regulatory change.





### Improve Employee Performance Management & Engagement

#### *Strategies:*

- Provide support to managers, equipping them to manage effectively.
- Streamline performance management and dismissal procedures.
- Increase the link between pay and performance, and regularly reward high performers.
- Strengthen organizational management practices and accountability for employee engagement.
- Focus intense employee engagement improvement efforts on the lowest-performing organizations, to reduce mission risk.

### Reskill & Redeploy Human Capital Resources

#### *Strategies:*

- Identify opportunities for automation, and increase the overall efficiency of the workforce.
- Invest in and develop the workforce based on identification of emerging and mission critical skills.
- Reskill and redeploy employees from lower value work activities to higher value work activities.
- Improve the ability of employees to design career paths in federal service and for agencies to clarify career paths that would be most helpful to fulfill workforce planning needs.

### Simple & Strategic Hiring

#### *Strategies:*

- Make it easier to recruit top talent, reducing the time it takes to complete the hiring cycle from recruitment to onboarding.
- Improve the ability to differentiate applicants' qualifications, competencies, and experience.
- Develop the capacity and skills of HR professionals to better serve customers.
- Add hiring process automation.
- Improve the applicant experience.
- Eliminate burdensome policies and procedures.





## Excellence in Government (EIG) Fellows Study of Employee Engagement:

In March 2019, the EIG Fellows, with Executive Sponsorship from the Improve Employee Management and Engagement workgroup, concluded their study of Employee Engagement best practices. The study focused on a Health and Human Services (HHS) organization with high scores on the Federal Employee Viewpoint Survey (FEVS) Employee Engagement Index. The study identified the following core values and manager actions related to high Employee Engagement scores:

**Federal Employee Viewpoint Survey (FEVS)** administration began on May 13, 2019 and will survey employees in two waves with the survey open for six weeks at each agency. The rollout of agency FEVS results will begin in August 2019.

### Trust Your Team

- Encourage use of workplace flexibility programs
- Utilize your staff's subject matter expertise to answer customer questions
- Ask team to provide ideas as part of long-term planning and new project development
- Conduct 'stay interviews' with top employees
- Actively engage in professional development activities

### Demonstrate Behavior

- Take part in workplace flexibility programs
- Focus on the result, not how the work is done
- Respect and appreciate staff and coworkers
- Maintain a positive culture
- Follow the rules and be transparent whenever possible

### Communicate

- Conduct one-on-one meetings with staff
- Hold Café Conversations with management and staff
- Use multi-media communication methods
- Concerted effort made to engage remote employees

### Engage the Mission

- Raise awareness of agency mission and recent agency-related stories in the news
- Offer mission-focused training
- Encourage interaction with customer to so employees can gain a better understanding of the mission and develop a relationship with the goals









### Simple and Strategic Hiring Pilot:

In March 2019, OPM and the US Digital Service launched a partnership with DOI and HHS to develop and test more effective assessment practices. The pilot project uses a Technical Subject Matter Expert (SME) Hurdled Assessment process prior to the category ranking of applicants and placement on the certificate. The primary objective of the pilot is to enhance the quality of hires through a partnership with the agency hiring manager, human resources specialist and SMEs during the assessment process.

OPM published **Accelerating the Gears of Transformation** toolsto:

- Guide Federal leaders and managers as they make strategic decisions to modernize the way Government functions,
- Support HR professionals and managers as they design and implement reshaping and reskilling/upskilling strategy
- Provide employees with pathways to progress in their Federal service careers.

[www.opm.gov/reshaping](http://www.opm.gov/reshaping)





## High Impact Lighthouse Projects

### Lighthouse Projects

- Total Compensation Study
  - Simple Performance Management with Real-time Feedback
    - Reskilling Academies & Agency Pilots
      - Redeployment Initiative/Emerging Skills Program
        - Hiring and Pay Authorities and Flexibilities
          - Simple and Strategic Hiring Pilot
            - Human Capital Robotic Process Automation

*Project Descriptions on  
Slides 11-14*



### Lighthouse Projects:



*Milestones leading to Federal enterprisewide solutions through research, pilots, and regulatory and legislative change. Utilizes an agile development approach to create progress through strategic risk management.*



# Key Milestones – Improve Employee Performance Management and Engagement



| Strategic Outcomes  | Near Term Milestones  | Milestone Due Date       | Milestone Status | Owner                  |
|---|---|--------------------------|------------------|------------------------|
| Transform agency culture through employee engagement to achieve mission, reduce risk, accelerate high performance, and support employee retention | All agencies will have clear, standard operating procedures for disseminating Federal Employee Viewpoint Survey (FEVS) data to all organizational levels  | Q1/19                    | Complete         | OPM, OMB, Agencies     |
|   | All major components/bureaus will identify its bottom 20% on the 2018 Employee Engagement Index and target a 20% improvement in those units by the end of 2020  | Initial Data Call: Q1/19 | Complete         | OPM, OMB, All Agencies |
|   |   | Results: Q4/20           | OnTrack          |                        |
| Increase the link between pay and performance, and regularly reward high performers.  | <b>Total Compensation Study:</b> Obtain market information and study the Federal Government's competitive posture in total compensation for civilian Federal employees, to include base pay, benefits, awards, and other relevant total reward elements | Q2/20                    | OnTrack          | OMB, OPM               |
|   |  Review study results, and develop a strategy to apply findings*   | Q4/20                    | OnTrack          | OMB, OPM               |
| Equip Federal managers to manage effectively through training, support, streamlined procedures and innovativetools                                | Identify the most promising policies and procedures to address poor performance, and report on results to agencies  | Identify: Q1/19          | Complete         | OPM, DOD               |
|   |   | Report: Q4/19            | OnTrack          |                        |
|   | All agencies ensure first-line supervisors possess critical leadership competencies within the first year of appointment, either through selection or development   | Q4/19                    | OnTrack          | OPM, Agencies          |
|   | All agencies update policies to remove non-statutory steps from the discipline process and ensure consistency throughout the agency   | Q4/19                    | OnTrack          | OPM, Agencies          |
|   | Ensure that managers are appropriately trained on performance management and are provided with support to address performance and conduct issues  | Q4/19                    | OnTrack          | OPM, Agencies          |
|   | <b>Simple Performance Management with Real-Time Feedback:</b> Launch a solicitation to design a pulse-based tool to simplify performance management for managers and provide real-time feedback to employees*   | Q1/20                    | OnTrack          | OPM, OMB               |
|   |  Evaluate and test a pulse-based design concept for the Federal enterprise*  | Q4/20                    | Not Started      | OPM, OMB               |

\*Indicates New Milestones





## Key Milestones – Reskill and Redeploy Human Capital Resources

| Strategic Outcome  | Key Milestones   | Milestone Due Date             | Milestone Status                     | Owner                       |
|--|--|--------------------------------|--------------------------------------|-----------------------------|
| Reskill and redeploy employees from lower value work activities to higher value work activities to increase the overall efficiency of the workforce                                | Develop a reskilling plan that creates a shared vision for reskilling and redeploying talent in the Federal workforce by identifying both ways to provide employees impacted by automation to do other work and identify skills needed in the future.                                    | Q2/19                          | Complete                             | OPM                         |
|  | Pilot an assessment for high demand skills that can be used for reskilling existing employees.   | Q2/19                          | Complete                             | OPM, OMB                    |
|  |  <b>Reskilling Academies and Agency Pilots:</b> Coordinate reskilling academies and agency pilots to target gaps in mission critical and emerging skills areas and scale up reskilling options*         | Q4/20                          | On Track                             | OPM, CxO Councils, Agencies |
| Invest in and develop the workforce based on identification of emerging and mission critical skills  | Develop a model for the application of automation and reskilling in the Federal workforce*   | Q4/19                          | On Track                             | OPM                         |
|  |  <b>Redeployment Initiative/Emerging Skills Program:</b> Launch Pilot Emerging Skills Program to expose employees whose work is transforming due to automation to career path options for redeployment* | Q1/20                          | On Track                             | OPM, Agencies               |
|  | Scaling reskilling options to target gaps in mission critical and emerging skills areas*   | Q3/20                          | On Track                             | OPM, Agencies               |
| Improve the ability of employees to design career paths in federal service and for agencies to clarify career paths that would be most helpful to fulfill workforce planning needs | Industry Innovation Event: Demos of vendor solutions for reskilling and career pathing*  | Q3/19                          | Complete                             | Workgroup                   |
|  | Career Compass Challenge: Challenge the public to develop a functioning prototype that enables Federal workers to select future opportunities and prepare themselves for the continuously changing work environment*   | Part 1: Q2/19<br>Part 2: Q4/19 | Part 1: Complete<br>Part 2: On Track | NSF, DOI                    |
|  | Develop a plan to leverage technology including social media and other crowd-sourcing capabilities to identify and share examples of Federal career paths.   | Q4/20                          | On Track                             | Workgroup                   |

\*Indicates New Milestones





## Key Milestones – Simple and Strategic Hiring

| Strategic Outcome   | Key Milestones   | Milestone Due Date | Milestone Status | Owner               |
|---|--|--------------------|------------------|---------------------|
| Make it easier to recruit top talent, reducing the time it takes to complete the hiring cycle from recruitment to onboarding  | Establish competency-based qualification requirements and certification standards for all HR professionals   | Q1/19              | Complete         | OPM                 |
|   | Develop Senior Executive Service hiring options including alternatives to the Qualifications Review Board and new assessment methods   | Q1/19              | Complete         | OPM                 |
|   | Based on data collected during the design phase of an “interview-like” QRB alternative, determine if this alternative should be piloted on live cases. If yes, identify target agency(ies), and establish plan for pilot.*                         | Q3/19              | On Track         | OPM                 |
|   | Offer additional Executive Assessment Alternatives*  | Q1/20              | On Track         | OPM                 |
|   |  <b>Hiring and Pay Authorities and Flexibilities:</b> Propose administrative and regulatory changes, as required, to expand hiring and pay authorities            | Q4/19              | On Track         | OPM                 |
| Improve the ability to differentiate applicants' qualifications, competencies, and experience, improve the applicant experience, and eliminate burdensome policies and procedures |  <b>Simple and Strategic Hiring Pilot:</b> Launch a streamlined and strategic hiring process that uses advanced assessments and launch two pilots (HHS and DOI)* | Q2/19              | Complete         | OPM, USDS, HHS, DOI |
|   | Institutionalize findings to streamline the hiring process and use advanced assessments*   | Q2/21              | On Track         | OPM, USDS           |
| Accelerate government and improve human capital outcomes through robotic process automation and artificial intelligence beginning with the Federal hiring process                 | <b>Human Capital Robotic Process Automation:</b> Design and test the use of automation to conduct Recruitment and Staffing processes*  | Q4/20              | Not Started      | OPM, OMB            |
|   |  Expand the use of Human Capital Robotic Process Automation to automate HR processes*   | Q4/21              | Not Started      | OPM, OMB            |

\*Indicates New Milestones





## Key Milestones – Continuous Learning

| Strategic Outcome  | Key Milestones   | Milestone Due Date | Milestone Status | Owner                |
|--|--|--------------------|------------------|----------------------|
| Identify, share and scale-up the most promising innovations, research, and results from pilot projects into practice across the Federal workforce. | Develop a research agenda that reflects the current and emerging needs of Federal agencies, and increases strategic foresight, demonstration projects, pilots, and research publications   | Q4/19              | On Track         | OPM                  |
|  | Gather data from Federal leaders and other partners on best in class solutions for a new approach to Federal work and careers that supports employee reskilling, engagement and retention* | Q4/19              | On Track         | OPM                  |
|  | Create a tool for managers and supervisors to access agency best practices on engagement, performance, reskilling, hiring and retention*   | Q2/20              | Not Started      | OPM/OMB/<br>Agencies |

*\*Indicates New Milestones*





## Key Performance Indicators

| Metric   | Frequency                 | FY2018        | Progress                                |
|--|---------------------------|---------------|---|
| FEVS – Employee Engagement Index   | Annual                    | 68%           | +1%<br>2017 Baseline:<br>67%            |
| FEVS – Item #23 (supervisor/manager responses only) “In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.” | Annual                    | 32%           | +1%<br>2017 Baseline:<br>31%            |
| % of supervisors/managers receiving training/development related to performance management or accountability responsibilities and/or competencies.   | Annual                    | Not Available |   |
| Reduction of skills gaps in targeted areas   | Annual                    | Not Available |   |
| FEVS – Item #21 “My work unit is able to recruit people with the right skills.”  | Annual                    | 42%           | --<br>2017 Baseline:<br>42%             |
| Time-to-Hire   | Annual                    | 98.2 days     | -7.8 Days<br>2017 Baseline:<br>106 Days |
| Mission Support Customer Service Survey – Satisfaction with recruitment and hiring support from HR   | Annual                    | 46%           | -5%<br>2017 Baseline:<br>51%            |
| 1 year and 2 year new hire retention rate  | Annual                    | Not Available |   |
| Completion rate of HR Specialist Delegated Examining certification and training  | Annual (starting in FY20) | Not Available |   |

Key:  Performance Mgt/Engagement  
 Redeploy/Reskilling  
 Simplified Hiring







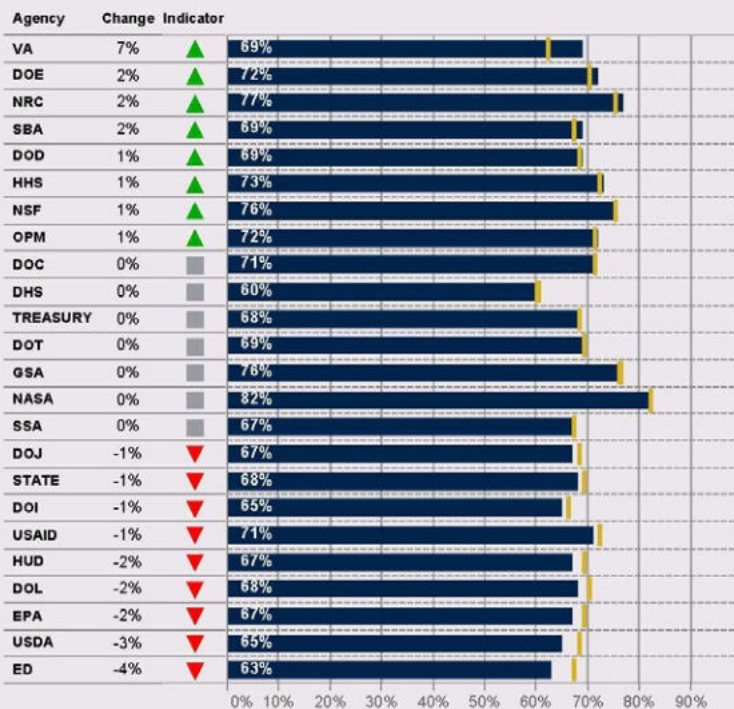
## Improve Employee Performance Management and Engagement (2017-2018)

▲ Increase From Previous Year ▼ Decrease From Previous Year ■ No Change From Previous Year

2017 2018

### Overall Employee Engagement Index\*

The Employee Engagement Index (EEI) is a measure of an agency's work environment — the conditions that lead to engagement. The index is made up of three subfactors: Leaders Lead, Supervisors, and Intrinsic Work Experience.



Government-Wide Average

| Fiscal Year | Change | Indicator | Value |
|-------------|--------|-----------|-------|
| 2017        | 2%     | ▲         | 67%   |
| 2018        | 1%     | ▲         | 68%   |

### Dealing with Poor Performance\*\*

"In my work unit, steps are taken to deal with a poor performer who cannot or will not improve."



Government-Wide Average

| Fiscal Year | Change | Indicator | Value |
|-------------|--------|-----------|-------|
| 2017        | 2%     | ▲         | 31%   |
| 2018        | 1%     | ▲         | 32%   |

Note: Items were assessed on a 5-point agreement scale. The percentages above reflect the number of respondents that selected "Agree" or "Strongly Agree" in response to the associated statements divided by the total number of responses received. Also note that the "Dealing with Poor Performance" question also offered a "do not know" response option. The Change in these graphs is calculated by subtracting the previous year's percentage value from the current year's percentage value.

The data depicted above comes from the Federal Employee Viewpoint Survey.

\*The 2018 EEI value for VA is from the VA-administered All Employee Survey (AES). The 2017 EEI value for VA is from the FEVS.

\*\*VA did not participate in the 2018 FEVS and did not have a comparable question in the 2018 VA-administered All Employee Survey (AES). Thus they are excluded from this graph.







## Simple and Strategic Hiring (2017-2018)

▲ Increase From Previous Year ▼ Decrease From Previous Year ■ No Change From Previous Year

2017 2018

### Hiring People with the Right Skills\*\* "My work unit is able to recruit people with the right skills."



Note: Items were assessed on a 5-point agreement scale. The percentages above reflect the number of respondents that selected "Agree" or "Strongly Agree" in response to the associated statements divided by the total number of responses received. Also note that the "Hiring People with the Right Skills" question also offered a "do not know" response option.

The Change in these graphs is calculated by subtracting the previous year's percentage value from the current year's percentage value.

The data depicted above comes from the Federal Employee Viewpoint Survey.

\*\*VA did not participate in the 2018 FEVS and did not have a comparable question in the 2018 VA-administered All Employee Survey (AES). Thus they are excluded from this graph.

### Satisfaction With Recruiting and Hiring "I am satisfied with the quality of Recruiting and Hiring services."



Note: Satisfaction was measured on a 7-point agreement scale. The percentages above reflect the number of respondents that selected "Somewhat Agree", "Agree" or "Strongly Agree" with the statement, "I am satisfied with the quality of Recruiting & Hiring services," divided by the total number of responses.

Change is calculated by subtracting the previous year's percentage value from the current year's percentage value.

The data depicted above comes from the Mission-Support Customer Satisfaction Survey.





### Improving Employee Performance Management and Engagement:

- **Milestone Owners:**

OPM, OMB, GSA, DoD, All Agencies

- **Subgoal TeamMembers:**

VA, NIH, OPM, OMB, GSA, DoD, DHS, EPA, State, HUD, DOE, USDA, SSA

### Reskilling and Redeploying Human Capital Resources:

- **Milestone Owners:**

OPM, OMB, DOI, NSF, DoD, HUD

- **Subgoal TeamMembers:**

DOI, NSF, OPM, OMB, DoD, HUD, VA, SBA, EPA, DOE, NOAA, IRS, DHS, NIH, HHS, GSA

### Enabling Simple and Strategic Hiring Practices:

- **Milestone Owners:**

OPM, OMB, USDS, HHS, DOI

- **Subgoal TeamMembers:**

DHS, OPM, OMB, DoD, VA, EPA, HHS, DOJ, DOI, DOC, DOT, Treasury



## Key Staff

| Agency             | Staff  |
|--------------------|--|
| OPM                | <p><b>Mark Reinhold</b>, Associate Director for Employee Services<br/><b>Veronica Villalobos</b>, Principal Deputy Associate Director for Employee Services<br/><b>Laura Lynch</b>, Deputy Associate Director, SES and Performance Management<br/><b>Tim Curry</b>, Deputy Associate Director, Accountability &amp; Workforce Relations<br/><b>Kimberly Holden</b>, Deputy Associate Director, Talent Acquisition and Workforce Shaping<br/><b>Brenda Roberts</b>, Deputy Associate Director, Pay and Leave<br/><b>Dianna Saxman</b>, Deputy Associate Director, Federal Staffing Group, Human Resource Services</p> |
| DoD                | <p><b>Anita Blair</b>, Deputy Assistant Secretary of Defense for Civilian Personnel Policy<br/><b>Veronica Hinton</b>, Principal Director, Civilian Personnel Policy</p>   |
| PMC & CHCO Council | <p><b>Sara Ratcliff</b>, Executive Director, CHCO Council</p>  |
| OMB/PPM            | <p><b>Dustin Brown</b>, Deputy Associate Director for Management<br/><b>Kristy Daphnis</b>, Personnel Team Lead<br/><b>Rob Seidner</b>, Performance Manager, Federal Human Capital Policy<br/><b>Megan Dreher</b>, Performance Manager, Federal Human Capital Policy<br/><b>Kim Tuminaro</b>, White House Leadership Development Fellow</p>  |